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**The Effect of Work Environment and training on Work Performance through work Motivation in General Staff Personnel Army**

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**Abstract**

*The purpose of this study is to analyze the influence of work environment and training on work performance through employee work motivation. The research was conducted by an explanatory method that is unstructured and informal research with the aim to get information about the general nature of the research problem. The population in this study is all employees in the General Staff of Army Personnel as many as 107 employees. The sampling technique of this research using simple random sampling. The research method used cross-sectional quantitative method and analysis using multiple linear regression and path analysis.*

*The results showed that the magnitude of the direct influence of work environment on work performance that is equal to 0.359, while the amount of indirect influence of work environment on work performance through the motivation of 0.705. The value of indirect influence is greater than the value of direct influence which gives the meaning that the motivation variable is able to mediate the work environment to the work performed. The magnitude of the direct influence of training on work performance of 0.307, while the amount of indirect influence of training on work performance through motivation that is equal to 0,560. The value of indirect influence is greater than the value of direct influence which gives the meaning that motivational variables are able to mediate training on work performance.*

**Keywords: Work Environment, Training, Motivation, work Performance**

**1. Introduction**

Improving the quality of each individual human resources is a program that continues to be campaigned by the leaders of organizations or

companies. Management of employees or human resources there are two main issues of work quality and quantity of work dominate in achieving organizational goals.



Improving the quality of human resources is felt not enough without the balanced quantity of human resource needs in an organization. Vice versa, the increase in the quantity of human resources that become a benchmark without offset by the quality of human resources also will not have a positive meaning for the organization in achieving the goal. The work environment is a condition that reflects the human resources doing routine activities within an organization.

A good working environment will contribute to high employee turnover and in turn, will have a positive impact on the organization. With benefits that can be felt directly by the employee is to provide a sense of security so that employees can work with the maximum. On the other hand, a good working environment can affect the feelings and emotions of employees, if employees like the environment where employees work, then employees feel comfortable and tend to be comfortable in doing work activities and working time is used to be effective and the results of his work can be optimistic increases. Abstract the working relationship and preparedness of facilities and infrastructure provided by the organization is a form of the work environment (Mardiana, 2005).

With the attention of a conducive working environment then the performance of employees can continue to be achieved in accordance with the targeted. This statement is in line with the results of research conducted by Surjosuseno (2015) which suggests that there is a partial influence of work environment on employee performance. The work environment in the study was identified on the physical work environment and non-physical work environment indicators.

On the other hand in discussing employee performance is not less important factor in discussing the work of employees. The ability of employees is one factor that can result in the achievement of employee performance and directly proportional to the performance of the organization. In achieving the target of the work is closely related to the capabilities possessed by each individual employee.

Ability is all the effort that a person devotes to perform and perform the task given in accordance with the skills and knowledge possessed. In the implementation also encountered someone who has

the ability and qualifications are good, unable to achieve the target work provided. This condition can be possible because everyone who performs activities including work has a different motivation in accordance with the background. The motivation of each individual employee is the driving force that is implemented on the behavior in achieving goals for one's satisfaction. Generally, a person assumes work motivation can grow by giving a good and fair reward, but the condition happens that the reward does not guarantee the employee excel work superior. Everyone has a variety of reasons to do activities in different types of activities or work, why one person works hard, while the other is normal. All of this has grounds and reasons that drive a person to work like that, or in other words, there must be some motivation.

## 2. Literature Review

### 2.1. Work Environment

Sutrisno (2009:127) suggests that the work environment is the overall means and infrastructure that exist around employees who are carrying out work that can affect the implementation of work. This work environment includes workplace, facilities, and work aids, cleanliness, lighting, tranquility as well as the relationship between the people in the place. Sofyandi (2008:82) defines the work environment as an environment where employees perform their daily work. Sedarmayanti (2011:2) reveals that the work environment is the whole tooling tools and materials and materials encountered, the environment around which a person works the method of work and the arrangement of his work either as an individual or as a group.

From several definitions of the work environment, it can be concluded that a work environment is a place where employees do daily work, including the physical and non-physical environment.

#### 2.1.1. Type of work environment

Sedarmayanti (2009:21) states that in general, the type of work environment is divided into two namely (a) physical work environment and (b) non-physical work environment.

a. The physical work environment is all physical circumstances that exist in the workplace where it can affect employees either directly or



indirectly. Physical work environment itself can be divided into two categories, namely:

- Environment directly related to employees, such as; work centers, chairs, tables and so on.
- An intermediate environment or general environment may also be called a work environment that affects the human condition, for example; temperature, humidity, air circulation, lighting, noise, mechanical vibration, odor, color, and so on.

**b.** The non-physical work environment is all the circumstances that occur related to the working relationship, either with superiors or with colleagues or with subordinates.

### **2.1.2. Factors that affect the work environment**

Factors related to the physical work environment according to Sedarmayanti (2011: 28) include:

- a. Lighting/light at work
- b. The temperature at work
- c. Humidity at work
- d. Circulation at work
- e. Noise at work
- f. Mechanical vibration at work
- g. Smell at work
- h. Color in the workplace
- i. The decor at work
- j. Music at work
- k. Security at work

While the factors related to nonphysical work environment (psychological) according to Simamora (2004: 609), among others:

- a. Interpersonal relationship
- b. The Supervision
- c. Regulations and policies

### **2.1.3. Dimension of work environment**

Sedarmayanti(2011:28) states that the work environment can be measured through indicators as follows:

#### **a. Physical environment**

- Work equipment
- Lighting or light
- Air temperature
- Job security

#### **b. Non-physical work environment**

- Employee relationships with superiors
- Employee relationships with colleagues
- Working relationships with subordinates

## **2.2. Training**

Notoatmodjo(2009:16)defines training as an effort to develop intellectual ability and human personality. Sedarmayanti(2009:163) defines training as a line and staff activity whose goal is to develop leaders to achieve greater individual work effectiveness, better interpersonal relationships within organizations and improved leader adjustments to the context of their entire environment. Another definition of training is proposed by Sedarmayanti(2009:163), "a process of helping employees to gain effectiveness in present or future work through the development of habits, thoughts and actions, skills, knowledge, and attitudes."

From some understanding of the training put forward by the experts above, it can be concluded that the training is a short-term educational process using systematic and organized procedures, where non-managerial employees learn skills and technical knowledge for a particular purpose.

### **2.2.1. Training objectives**

Dessler(2009:41)suggests that organizational goals organize training for members because the organization wants a change in the performance of employees, so that in accordance with organizational goals.

According to Dessler(2009:41) some of the objectives of the training are as follows:

**a.** Develop skills, so that work can be completed more quickly and more effectively.

**b.** Develop knowledge, so that work can be solved rationally.

Developing attitudes, resulting in a willingness to work with colleagues and with management (leaders).

### **2.2.2. Training dimension**

Mangkunegara(2006:46) reveals that training can be measured through the following aspects, such as:

**a.** Instructors, Given that trainers are generally oriented towards improving skills, trainers who are selected to provide training materials must be properly qualified in their field, personal and competent.

**b.** Participants, Training participants must be selected based on certain requirements and appropriate qualifications

**c.** The material, Training of human resources is a material or curriculum that is appropriate to the objective of human resource training



which is to be achieved by the organization and the training material must be updated so that the participants can understand the problem that happened at the current condition

**d.** Methods the training method will better ensure the effective training of human resources when appropriate to the type of training materials and components

**e.** Objectives the training is a defined goal, especially with regard to the preparation of action plans and targeting, as well as the expected outcomes of the training to be held

**f.** The goal, Training objectives should be determined by detailed and measurable criteria.

### **2.3. Motivation**

Ranupandojo and Husnan(2000:78) state that motivation as a state within a person to encourage individual desire to perform certain activities in order to achieve a goal. Sedarmayanti(2007:233) quotes Terry who provides the definition of motivation is the desire that exists in an individual who stimulates action. Sarmaranti(2007:233) quotes Siagian which defines motivation as a whole process of motivation to work to subordinates in such a way that they want to work with sincere for the achievement of organizational goals efficiently and economically.

Based on that opinion motivation can be summed up as an impulse that exists in man in behaving which can generate spirit as effort fulfillment requirement, which influenced by situation and condition of the environment.

#### **2.3.1. Factors that affect motivation**

According to Sabma (2001: 28) quotes Stoner, saying that the work motivation which is a system is influenced by three factors: individual, job characteristics, work situation characteristics.

- Individual characteristics

Stoner in Sabma(2001:28) defines individual characteristics as "the interests, attitudes, and needs that one brings to the work situation".

- Characteristics of work

A work that is intrinsically rewarding will motivate most people, rather than unsatisfactory work. Factors that cause satisfaction about the achievement of results, recognition, responsibility, and progress.

- Characteristics of the work situation

Factors characteristic of the work situation consists of two things: the nearest work environment and organizational action as a whole.

#### **2.3.2. Purpose of motivation**

Hasibuan (2005: 47) argued that the purpose of motivation, among others, as follows:

- a. Remind, activate, encourage someone to a specific destination.

- b. Increase productivity.

- c. Improving working capital by giving someone a chance to excel in the organization.

Motivation is the impetus for employees to further improve the quality and productivity of himself so that later they will improve the performance of employees.

#### **2.3.3. Type of motivation**

According to Ranupandojo and Husnan(2002:04), motivation can be divided into 2 (two) types, namely positive motivation and negative motivation.

- a. Positive Motivation

Positive motivation is the process of influencing others to run what we want. The way that can be used in meeting the needs of employees using positive motivation is by giving incentives.

- b. Negative Motivation

Negative motivation is a process to influence others by scaring or encouraging someone to do a job that result in an unfavorable goal. Because accompanied by coercion, threats, such as scare with demotion, pay cuts, and so forth.

#### **2.3.4. Dimension of motivation**

Munandar(2008:323) revealed there are several dimensions or measurements of employee motivation, among others:

- Active/proactive behavior

That is behavior trying to improve the ability or can also be said to seek/ find/create opportunities.

- Reactive behavior

That is the wait-for-opportunity behavior of the work environment, or can also be interpreted as a lazy behavior awaiting instructions from the leadership.

### **2.4. Work Performance**

Work performance is defined by Sondang(2008:223) as an assessment that acts as feedback on matters such as ability, fatigue, shortcomings, and potential which in turn are used for determining goals, pathways and career development.





Sirait(2007:128) reveals work performance is the process of evaluating the performance or work of employees conducted by the organization. According to Mondy(2008:210) work performance is defined as a system to review and evaluate the work of employees.

According Mangkunegara(2009:67) work performance is defined as the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. From some sense of achievement above work, it can be concluded as a result of both quantity and quality work in the form of goods and services that can be achieved by a person in carrying out the work within a certain period. **2.4.1. Work performance function**

For an organization or company, the main purpose of the evaluation is to improve the performance of its members in order to achieve maximum organizational goals. The most important problem in employee performance is caused by dissatisfaction. According to Mondy(2008:211), the usefulness of work performance include:

**a. Human resource planning**

Through work performance data, employees can know the rank of their work and prepare the needs of employees in terms of quality and quantity in an organization.

**b. Recruitment and Selection**

work performance data may be helpful in predicting the performance of new employees.

**c. Training and development**

Through work performance data, management can determine what training and development needs are needed by employees.

**d. Career planning and development**

work performance data is needed to measure employee's strengths and weaknesses.

**e. Compensation**

Employee performance data can be used as a basis for wage or salary.

**f. Employee Placement**

work performance data can also be used for decision making in employee placements such as promotions, demotions, temporary employment dismissals, transfers, and dismissals.

**g. Estimated employee capability**

Some organizations or companies to estimate their employees' ability to use performance appraisal tools.

**2.4.5. Dimensions of work performance**

Sirait(2007:137) suggests that there are several aspects that must be considered in measuring employee performance among others as follows:

**1) Quality of work**

The quality of work can be measured based on the mastery of science and technology owned by the employees in it concerning the provision of employment opportunities to follow the training, courses, and training that support performance improvement. Quality of work can also be measured through employee understanding of the scope of work, employee understanding of the scope of work, understanding of responsibilities and authority carried, accuracy, accuracy, skills, and success.

**2) Quantity of work**

The quantity of work can be measured through the output of output or output and the speed of employees in completing the work.

**3) Consistency of employees**

The consistency of employees can be measured, among others, from the development of skills and self-actualization, for example always follow the development of science and technology, always eager to add insight and desire to move forward.

**3. Research Methods**

**3.1 Research Design**

The approach of this research is explanatory analysis and descriptive analysis with the aim to know how far the influence of independent variable(ability, work environment) to the dependent variable (employee performance) is mediated by motivation as the core variable of discussion. Travers(1978) suggests that research findings are written in accordance with the results of observations by describing the nature and events when the implementation of research and then identify the causal factors of a particular variable.

This study analyzes the causal relationships of the ability variables, and the work environment on employee performance directly and indirectly through

the motivation variable. The research model developed is described as follows:

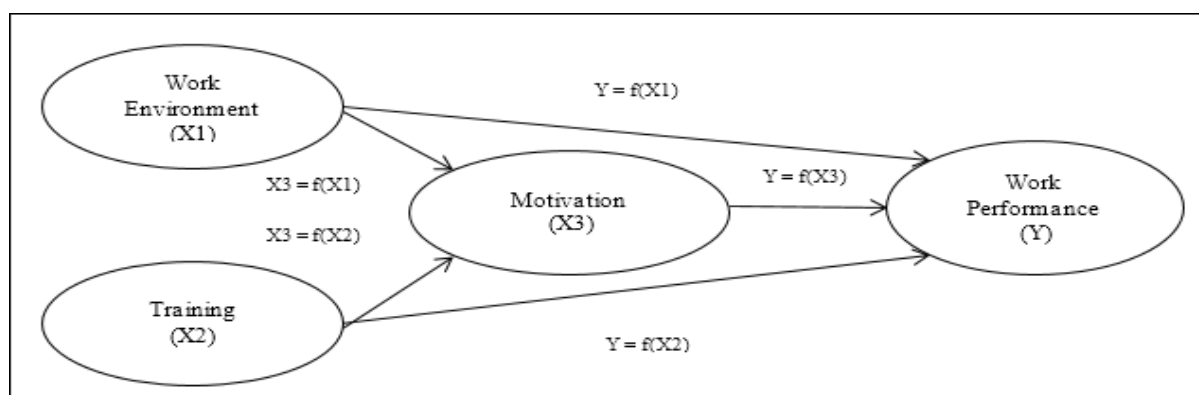


Figure 1. Framework Concept Research Model

### 3.2. Population and Sample

Population according to Umar(2008:137) is defined as a set of elements having the same characteristics and having equal opportunity to be selected as a sample member. The population in this study is all employees in the General Staff of Army Personnel as many as 107 employees.

While Suharsimi(2009:131) defines the sample as part or representative of the population under study. In order to obtain a representative sample of the population, each subject in the population is attempted to have equal opportunity to be a sample. The sampling technique of this study uses simple random sampling. Simple random sampling is a method of sampling from a population member by random use without regard to the strata in the members of that population.

### 3.3. Data Collection Technique

The data needs of this study using primary data and secondary data. Primary data collection using questionnaire. Questionnaires can be open questions that include the identity of respondents and closed questions along with alternative answers so that respondents just choose one of the alternative answers. Measurement scale used in the questionnaire has a score between 1-5, the more to 1 then the answer increasingly disagrees to the next to 5 means the answers strongly agree.

### 3.4 Data Processing Techniques

Research instrument test was conducted with the aim to know the extent to which the accuracy and reliability of research instruments provide measurements that match the level of validity and reliability criteria limits specified.

#### a. Validity Test

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. An instrument is said to be valid if the instrument measures what should be measured (Sugiyono,1999). Testing the validity of each item used item analysis is the instrument in this study is done internal consistency approach that correlates the score of each item with the total score of grains which is the number of each item score. The correlation used is Pearson's Product Moment correlation. Pearson correlation test is done by correlating the score of each item with the total score of the variable. The rule in a decision is that if there is the relation between question items with the total question as a whole and the value of P value under the real level ( $\alpha$ ) 0.05, then the questionnaire is valid.

#### b. Test Reliability

Reliability tests the consistency of an instrument in measuring the concept to be measured or performing its measuring function. Reliable instruments are reflected in the use of multiple times to measure the same object will produce the same data(Sugiyono,1999). In this research, the reliability test is done by calculating Cronbach's Alpha from each instrument in a variable. Instruments used in variables are said to be reliable if they have Cronbach's alpha greater than 0.6 (Nunnally,1978).

### 4. Results Of Research and Discussion

The results of the study describe the identity of respondents as well as the average index of responses of respondents to each variable used. Then proceed with the analysis and discussion of the



proposed problem. But before the authors further elaborate on the analysis and discussion of the variables studied in advance the authors describe the reliability and validity test against each variable (work environment, training, motivation and work performance).

#### 4.1 Test Validity

Validity test is used to test each research variable, where the entire research variable contains 40

statements answered by 107 respondents. The criteria used in determining the validity of the statements used in this study are as follows: trust level = 95 percent (probability or  $\alpha = 5\%$ ), degrees of freedom (dk) =  $n - 2 = 107 - 2 = 105$ ,  $r_{table} = 0.195$ . If  $r_{count}$  is greater than  $r_{table}$  and the value of  $r$  is positive, then the statement item is said to be valid (Ghozali, 2005: 17). Based on the analysis that has been done, the test results validity can be shown in the table below.

**Table 1. Instrument Validity Instrument Variable Test Result of Work Environment**

Variable	Statement	R arithmetic	R Table	Description
Work Environment (X1)	Question 1	0,945	0,195	Valid
	Question 2	0,927	0,195	Valid
	Question 3	0,896	0,195	Valid
	Question 4	0,953	0,195	Valid
	Question 5	0,907	0,195	Valid
	Question 6	0,858	0,195	Valid
	Question 7	0,954	0,195	Valid
	Question 8	0,962	0,195	Valid
	Question 9	0,785	0,195	Valid
	Question 10	0,930	0,195	Valid

Source: Primary Data, processed in 2017

**Table 2. Validity Test Results Instrument Variable Training**

Variable	Statement	R arithmetic	R Table	Description
Training X2)	Question 1	0,855	0,195	Valid
	Question 2	0,948	0,195	Valid
	Question 3	0,904	0,195	Valid
	Question 4	0,953	0,195	Valid
	Question 5	0,914	0,195	Valid
	Question 6	0,859	0,195	Valid
	Question 7	0,942	0,195	Valid
	Question 8	0,962	0,195	Valid
	Question 9	0,947	0,195	Valid
	Question 10	0,940	0,195	Valid

Source: Primary Data, processed in 2017

**Table 3. Validity Test Results Instrument Variable Motivation**

Variable	Statement	R arithmetic	R Table	Description
Motivation (X3)	Question 1	0,953	0,195	Valid
	Question 2	0,938	0,195	Valid
	Question 3	0,940	0,195	Valid
	Question 4	0,917	0,195	Valid
	Question 5	0,949	0,195	Valid
	Question 6	0,919	0,195	Valid
	Question 7	0,956	0,195	Valid
	Question 8	0,882	0,195	Valid
	Question 9	0,883	0,195	Valid
	Question 10	0,880	0,195	Valid

Source: Primary Data, processed in 2017



**Table 4. Test Results Instrument Validity of Work Performance Variables**

Variable	Statement	R arithmetic	R Table	Description
Work Performance (Y)	Question 1	0,887	0,195	Valid
	Question 2	0,946	0,195	Valid
	Question 3	0,831	0,195	Valid
	Question 4	0,940	0,195	Valid
	Question 5	0,883	0,195	Valid
	Question 6	0,967	0,195	Valid
	Question 7	0,967	0,195	Valid
	Question 8	0,940	0,195	Valid
	Question 9	0,938	0,195	Valid
	Question 10	0,912	0,195	Valid

Source: Primary Data, processed in 2017

Based on Tables 1, 2, 3 and 4 above, it can be seen that of the 40 items of variables used (work environment, training, motivation, and work performance variables) the results are valid.

#### 4.2 Test Reliability

Test reliability to know the extent to which the measurement results are reliable and consistent. In the table the following test results note that all variables have alpha above 0.6 which means that all variables in this study reliable.

**Table 5. Reliability Test Results Instrument Variable Research**

Variabel	Cronbach Alpha ( $\alpha$ )	Keterangan
Training (X1)	0,982	Reliable
Work Environment (X2)	0,984	Reliable
Motivation (X3)	0,984	Reliable
Work Performance (Y)	0,983	Reliable

Source: Primary Data, processed in 2017

Based on the above Cronbach alpha reliability figures can be seen that all existing statements form a reliable measure of the training variables, work environment, motivation and work achievement to form a reliable measure of each dimension.

#### 4.3. Discussion

##### 1. Effect of work environment and training on work performance

The value of R square on the partial influence of work environment variables and coaches to work performance is 0.259. This value can be interpreted that variation of change of work achievement variable can be explained by the

variation of change of work environment and training that is equal to 25.9% while the rest is equal to 74.1% influenced by other variables outside work environment and training factor.

The result of arithmetic obtained is 6,417 when compared with f table ( $\alpha = 0,05$  DF = 2; 105), then the value of f table equal to 3.08. From the results of arithmetic and f table obtained when compared can be concluded that the value of f arithmetic greater than f table. The value of the influence of work environment and training on work performance can be seen in Table 6.

**Table 6. Effect of Work Environment and Training on work Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509 <sup>a</sup>	.259	.250	.476

a. Predictors: (Constant), Training, Work Environment



**Table 7. Results F Calculate the Effects of Work Environment and Training on work Performance**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.111	2	2.556	6.417	.000 <sup>b</sup>
1 Residual	637.323	104	6.128		
Total	642.434	106			

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Training, Work Environment

The influence of work environment and training variables on work performance can be seen from the equation which is composed that is  $Y = 0,359x_1 + 0,307x_2$

**Table 8. Effect of Work Environment and Work Performance Against Training**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.967	.734		7.272	.000
1 Work Environment	.293	.829	.359	4.354	.000
Training	.307	.104	.307	10.716	.000

a. Dependent Variable: Work Performance

In Table 8, it can be seen that the effect of the work environment and training variables have a positive effect on work performance. The value of standardized coefficients of the working environment is 0.359, this value means that if management pays attention to the work environment around the employee, the work performance of employees increases by 0.359. The value of standardized coefficients of training amounted to 0.307 indicates that the success of the training program carried out has a positive impact on the improvement of employee performance. From each regression coefficient value obtained by the regression coefficient value of work environment has a coefficient value greater than the coefficient value of training variables. Where this statement can be interpreted that the priority for the organization in improving employee performance is focused on the formation of work environment both physically and nonphysical.

From the analysis described in the analysis of the influence of work environment and training variables on work performance, it can be concluded that the hypothesis stating "there is an influence of

work environment and training on employee performance in General Staff Personnel Office" hypothesis proved and accepted.

## **2. Effect of work environment and training on motivation**

R square value on the partial influence of work environment the variables and training on employee motivation that is equal to 0.688. This value can be interpreted that variation of change of employee motivation variable can be explained by variation of change of work environment and training that is equal to 68.8% while the rest is 31.2% influenced by other variables outside work environment and training factors.

The result of farithmetic obtained is 21,321 when compared with f table ( $\alpha = 0,05$  DF = 2; 105), then the value of f table equal to 3.08. From the result of fcount and f table obtained, it can be concluded that the fcount value is greater than ftable. The value of the influence of work environment and training on employee motivation can be seen in Table 9.

**Table 9. Effect of Work Environment and Training on Motivation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 <sup>a</sup>	.688	.680	.216

a. Predictors: (Constant), Training, Work Environment



**Table 10. F Result Calculate the Effect of Work Environment and Training on Motivation**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.151	2	1.575	21.321	.000 <sup>b</sup>
Residual	510.846	104	4.912		
Total	513.997	106			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Training, Work Environment

The influence of work environment variables and training on employee motivation can be seen from the equation which is composed of  $Y = 0,800x_1 + 0,636x_2$

**Table 11. Effect of Work Environment and Training on Employee Motivation**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.256	.029		8.170	.000
1 Work Environment	.844	.074	.800	5.788	.000
Training	.703	.093	.636	14.351	.000

a. Dependent Variable: Motivation

In Table 11, it can be seen that the effect of the work environment and training variables have a positive effect on employee motivation. The standardized coefficients value of the work environment is 0.800, this value means that the successful implementation of a conducive working environment increases employee motivation by 0800. For the value of standardized Coefficients training of 0.636 means that the success of the training program has an impact on the increase in employee motivation by 0.636. From each regression coefficient value obtained by the regression coefficient value of work environment has a coefficient value greater than the coefficient value of training variables. Where this statement can be interpreted that the priority for the organization in improving employee motivation is focused on the formation of work environment both physically and nonphysical.

From the analysis described in the analysis of the effect of the work environment and training variable on employee motivation, it can be concluded that the hypothesis stating "there is an influence of

work environment and training on employee motivation in General Staff Personnel Office" hypothesis proved and accepted.

### **3. The influence of motivation on work performance**

R square value on the partial influence of motivation variable on work performance that is equal to 0.776. This value can be interpreted that variation of change of work achievement variable can be explained by the variation of employee motivation variable change equal to 77.6% while the rest that is equal to 22.4% influenced by other variables beyond employee motivation.

The result of t arithmetic obtained is 11.604 when compared with t table ( $\alpha = 0,05$  DF = 2; 105), hence t table value equal to 1,659. From the result of t arithmetic and t table that can be concluded that t count is bigger than t table. The value of partial influence of employee motivation on work performance can be seen in Table 12.

**Table 12. Partial Effect of Motivation on Work Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 <sup>a</sup>	.776	.770	.469

a. Predictors: (Constant), Motivation

Effect of employee motivation variable on work performance can be seen from the equation which is composed that is  $Y = 0,882x3$

**Table 13. Partial Influence Motivation on Work Performance**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.882	.924		10.130	.000
Motivation	.866	.109	.882	11.604	.000

a. Dependent Variable: Work Performance

In Table 13, it can be seen that the partial variable of motivation has a positive effect on work performance. The value of standardized coefficients employee motivation of 0.882 this value means that the provision of employee motivation to improve employee performance of 0.882.

From the analysis described in the analysis of the partial influence of employee motivation variable on work, performance can be concluded that the hypothesis stating "there is influence motivation on work performance of employees in Office Staff General Personnel Army" hypothesis proved and accepted.

#### 4. Indirect influence of work environment on work performance through motivation

From the results of data processing has been done then can be described some equations that can be prepared on the variables discussed as follows.

Equation I  $Y = f(X1X2) = b1x1 + b2x2$

$$Y = 0.359x1 + 0.307x2$$

Equation II  $X3 = f(X1X2) = b1x1 + b2x2$

$$Y = 0.800x1 + 0.636x2$$

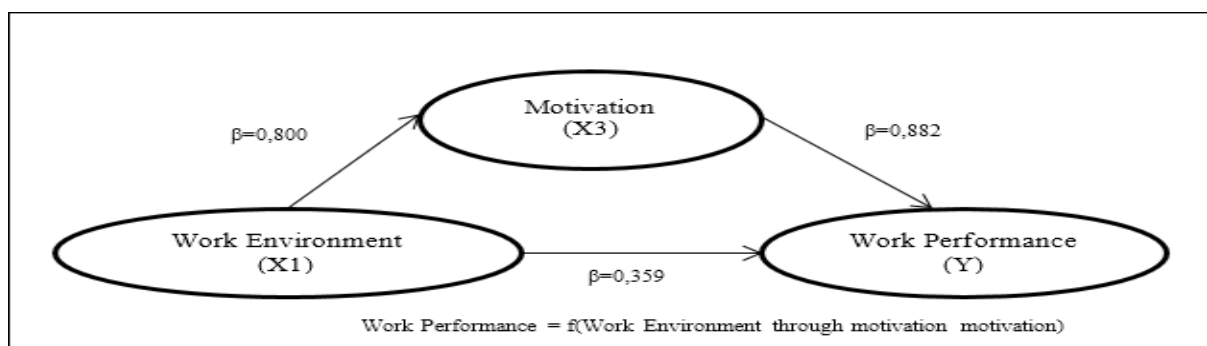
Equation III  $Y = f(X3) = b3x3$

$$Y = 0.882x3$$

Direct effects that can be arranged are:  $Y = 0.359x1$  and  $Y = 0.307x2$

Indirect influence of work environment on work performance that can be arranged that is:  $(0.882)(0.800) = 0.705$

In the research model this equation can be seen in the model picture below.



**Figure 2 Model Analysis 1**

From the direct and indirect influence described can be explained that the magnitude of the direct influence of work environment on work performance that is equal to 0.359, while the amount of indirect influence of work environment to work performance through the motivation of 0.705. From the above explanation can be concluded that the value of indirect influence is greater than the value of direct influence that gives the meaning that the motivation variable able to mediate the work environment to the work performed. This statement interprets that in

support of employee performance; the employee is expected to pay more attention to employee motivation both intrinsically and extrinsically. This statement can be implemented that in supporting the successful implementation of a conducive working environment is expected to also pay attention to employee motivation that will contribute to employee performance. With these values proven, the hypothesis that "there is an indirect influence of the work environment on employee performance through

motivation in the Office of General Staff of Army Personnel" can be proven and accepted.

### 5. Indirect influence of training on work performance through motivation

From the results of data processing has been done then can be described some equations that can be prepared on the variables discussed as follows.

$$\text{Equation I } Y = f(X_1X_2) = b_1x_1 + b_2x_2$$

$$Y = 0.359x_1 + 0.307x_2$$

$$\text{Equation II } X_3 = f(X_1X_2) = b_1x_1 + b_2x_2$$

$$Y = 0.800x_1 + 0.636x_2$$

$$\text{Equation III } Y = f(X_3) = b_3x_3$$

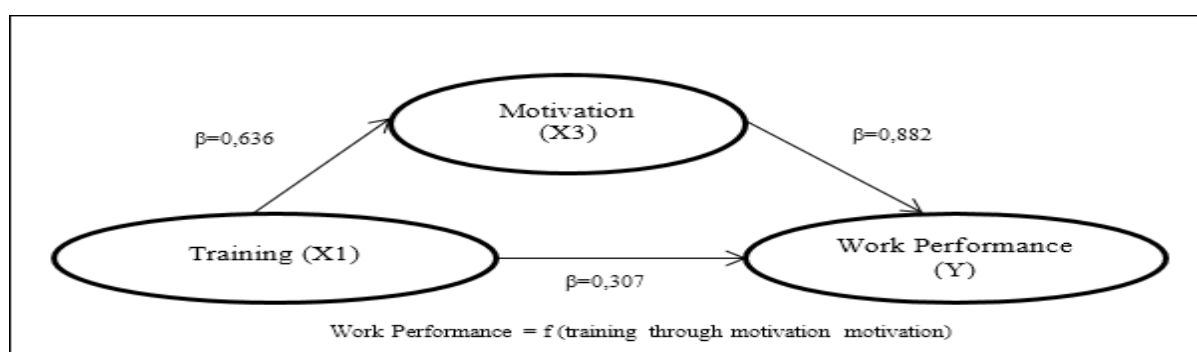
$$Y = 0.882x_3$$

Direct effects that can be arranged are:  $Y = 0.359x_1$  and  $Y = 0.307x_2$

Indirect influence of work environment on work performance that can be arranged that is:

$$(0.882)(0.636) = 0.560$$

In the research model this equation can be seen in the model picture below.



**Figure 3. Model Analysis 2**

From the direct and indirect influence described can be explained that the magnitude of the direct impact of training on work performance is 0.307, while the magnitude of indirect influence of training on work performance through motivation that is equal to 0.560. From the above explanation can be concluded that the value of indirect influence greater than the value of direct influence which gives the meaning that the motivation variable is able to mediate training on work performance. This statement interprets that in support of employee performance, the employee is expected to pay more attention to employee motivation both intrinsically and extrinsically. This statement can be implemented that in supporting the successful implementation of the training program is expected to also pay attention to employee motivation that will contribute to employee performance. With these values proven, the hypothesis that "there is an indirect influence of training on employee performance through motivation in the Office of General Staff of Army Personnel" can be proven and accepted.

## 5. Conclusions and Suggestions

### 5.1. Conclusion

From the results of the analysis can be concluded that partially each independent variable work environment and training have an influence on the performance of employees on the General Staff of Army Personnel. Then the result of variable analysis of employee motivation as the intervening variable can be proved perfectly that employee motivation variable gives indirect influence on training variable to employee achievement and work environment variable to work performance of the employee. This statement can be proved by the amount of indirect influence (training on employee performance and work environment on employee performance) through employee motivation identified as the intervening variable.

### 5.2. Suggestion

As the input material from the author refers to the analysis and discussion that has been done in the previous chapter, then the authors propose recommendations in the form of suggestions. Where the description of the author's suggestion can be described as follows.

1. In the training variables of the most dominating dimensions can be seen in the dimensions of trainers/instructors observed on the readiness of





instructors/trainers in providing material and mastery of material delivered. Then the selection of trainees tailored to the objectives and objectives of the training program implementation.

2.The work environment variables measured in this study relate to the physical condition and non-physical conditions present in the organization. A conducive working environment will greatly support employees in performing the tasks assigned by the organization.

3.Giving motivation to employees from leaders and organizations in this study is measured through how the formation of employee behavior that is measured

through active behavior and reactive behavior. Where in the results of this study the provision of training programs and the formation of work environments that exist around employees are expected to encourage active behavior that is reflected in the awareness to perform tasks and responsibilities provided by the organization through the leadership above.

4. For the research should be able to add another variable that can affect employee performance improvement, such as adding variables organizational culture, leadership, organizational commitment.

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